

Running head: WORKPLACE SATISFACTION

Master Thesis in International Hotel and Tourism Management - at the
Social Sciences Faculty

A Study of Workplace Satisfaction Among Hotel Employees

Thomas Skeie



Stavanger 2011

Abstract

This research paper is a descriptive case study of 10 hotel employees collected through in-depth interviews in Stavanger region. The study is focusing on hotel employee's view of workplace satisfaction and what they think contributes to workplace satisfaction. The study indicates that organizational culture, fair treatment, stress, salary, communication, relationship between co-workers is factors among others which influence employee's workplace satisfaction. The researcher has looked at previous theory to gain insight and knowledge of previous findings before compared it to this research papers findings. There were many similar findings which indicate that workplace satisfaction is influenced by more or less same factors.

Norwegian

Denne forskningen er en beskrivende case studie av 10 hotell ansatte samlet inn gjennom dybdeintervjuer i Stavanger-regionen. Studien fokuserer på hotell ansattes syn om tilfredshet på arbeidsplassen og hva de mener bidrar til tilfredshet på arbeidsplassen. Studien indikerer at organisasjonskultur, rettferdighet, stress, lønn, kommunikasjon og forholdet mellom kolleger er blant noen av faktorene som påvirker ansattes tilfredshet på arbeidsplassen. Forskeren har sett på tidligere teori for å få innsikt og kunnskap om tidligere funn for deretter og sammenliknet funnene opp mot denne oppgavens funn. Det var mange like funn bland tidligere teori og denne undersøkelsen noe som tyder på at tilfredshet på arbeidsplassen er påvirket av mer eller mindre de samme faktorene.

Table of Contents

Abstract.....	i
Table of Contents.....	ii
1.0 Introduction.....	p.6
1.1 Research Question.....	p.7
2.0 Literature Review	p.8
2.1 Introduction.....	p.8
2.2 The Domino Effect of Workplace Satisfaction.....	p.8
2.3 Leadership Style.....	p.10
2.4 Motivation on Job Satisfaction.....	p.13
2.5 Commitment.....	p.15
2.6 Work Stress.....	p.17
2.7 Training.....	p.18
2.8 Organizational Culture.....	p .20
3.0 Method and Design.....	p.21
3.1 Qualitative and Quantitative Method.....	p.22
3.2 What Method to Use.....	p.23
3.3 Limitations.....	p.24
3.4 Population.....	p.25
3.5 Interview Method.....	p.25
3.6 Preparation of Interviews.....	p.27
3.7 Yield of the Interviews.....	p.29
3.8 Analysis of Interviews and Data Reduction.....	p.31
3.9 Credibility in a Qualitative Research.....	p.32

4.0. Empiricism.....	p.34
4.1 The Data - Identified Theme.....	p.34
4.1.1 Work Satisfaction.....	p.34
4.1.2 Experience.....	p.35
4.1.3 Highlights and Turning Points.....	p.36
4.1.4 Leadership Style.....	p.38
4.1.5 Motivation and De-motivation.....	p.40
4.1.6 Commitment.....	p.42
4.1.7 Work Stress.....	p.44
4.1.8 Training.....	p.47
4.1.9 Organizational Culture.....	p.48
5.0 Discussion.....	p.51
5.1 Discussion in Relation to the Study's Results.....	p.51
6.0 Conclusion and Further Research.....	p.60
6.1 Acknowledgments.....	p.63
7.0 References.....	p.64

Figures and Tables

Figure 1: What method to use when.....	p.23
Table 1: SWOT.....	p.58
Table 2: SWOT Analysis.....	p.59

Appendix

Information to Potential Informants (English).....	p.68
Consent Statement (English).....	p.69
Information to Potential Informants (Norwegian).....	p.71
Consent Statement (Norwegian).....	p.72

Interview Guide (English).....	p.74
Interview Guide (Norwegian).....	p.76

1.0 Introduction

The hospitality industry is one of the fastest growing industries in the world as the business has become more and more globalized. In today's global market there are hundreds of hotel chains. Figures from Statistics Norway 2010 show that between 1984 and 2011 there were established 30 new hotels and accommodations in Rogaland. The increase is enormous, which indicates that there is a great demand for the hospitality industry. Another figure from statistics Norway 2010 shows that there were 18.4 million overnights in Norwegian hotels in 2010, an increase of 4 percent compared with the year before. From January to December 2010 the hotels in Rogaland had revenue of 989.401 million NOK according to statistics Norway 2010. In the past years the hotel industry has had an escalating competition. The hotels are focusing on prize, location and amenities to distinguish themselves from one another. But in present time a growing number of hotels have focused a lot on the service quality given to their customers to gain competitiveness. Good service is often explained as getting more than you expect, but to be able to give good service it is important that an organization is dynamic. Therefore it may be crucial that hotel managers develop reliable service and quality standards with their employees. The hotel industry is a tough and challenging business with heavy lifting, busy days, and demanding customers. This industry is dependent on skilled and motivated employees that are genuinely interested in providing good service 24/7. But providing good service doesn't arise automatically. Hotel managers need to focus on staffs needs to gain satisfied and happy workers. A happy and satisfied work force is the key to success as employees are the hotels ambassadors.

Locke (1976) as cited in Brief & Weiss (2001) defines workplace satisfaction as a pleasurable emotional state resulting from the appraisal of one's job. Weiss (2002) argues that workplace satisfaction is an attitude but states that emotions, beliefs and behavior need to be taking into account when studying the phenomenon. According to Spector (1997) job

satisfaction is an emotional condition which is closely associated with people's attitude toward work. Spector (1997) argue that job satisfaction should be understood as a multidimensional concept as employees can be satisfied with some aspects of once job and dissatisfied with others. Sirota et al. (2006) stated that happy and satisfied employees have a better work ethic and tends to give better service compared with unsatisfied workers. Dissatisfied employees tend to perform below their capabilities which can result in high turnover or sick absence. Things that might influence workplace satisfaction can be salary, treatment, co workers, leadership style, amount of responsibility, communication and etc.

One can wonder why some hotel employees are satisfied with their workplace while others are less satisfied. This thesis paper is focusing on workplace satisfaction among hotel staff. The need of this research is important as there is high turnover in the hotel industry.

1.1 Research Question

The research question I want to address is: How do hotel employees view workplace satisfaction and what is contributing to workplace satisfaction? My perception is that managers are influencing workplace satisfaction in a great extent.

What caught my interest for this topic is the fact that there is a high turnover in the hotel industry. I got a request from one restaurant manager in Stavanger region to make a workplace satisfaction research. A workplace satisfaction research will give hotel employees a voice which can help us to understand what is contributing to workplace satisfaction. This research paper is a case study of one large chain hotel in Stavanger region. The study was conducted at the selected hotel between 13th of May- 5th of June.

2.0 Literature Review

2.1 Introduction

It is difficult to gain knowledge and insight of all factors that contributes to workplace satisfaction. On behalf of this I have selected some crucial factors that recurred regularly in previous research and theory.

2.2 The Domino Effect of Workplace Satisfaction

Hesket et al. (1994) have made the service-profit chain which establishes the relationships between profitability, customer loyalty, employee satisfaction/ loyalty, and productivity,

“Profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to customers. Value is created by satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers” (Heskett et al. (1994).

The Service profit chain model explains the competitiveness of service organizations and the importance of focusing at all factors as they are linked together. Employee satisfaction is one link in the chain and is therefore explaining how important it is to focus on the internal quality within a company. The Internal service quality is built as the foundation of the service profit chain. The model explains the required behavior of an organization to succeed in the hard competitive service market. According to Heskett et al, (1994) Employee satisfaction drives loyalty which is one of the basic needs for an organization to gain competitiveness and success. Employee satisfaction means that employees have a pleasant or positive attitude towards work and the experiences resulting from it. Employee satisfaction is an internal perception of the company which concerns the relationship a staff member has for the co workers. A company who loses one of their greatest employees will struggle to

maintain the professional service given to their customers and the result can be decreased market share. A service company will also struggle to replace new employers who can manage the work tasks as well as the former ones. Employee turnover will affect a company's economy as it costs a lot to teach new employees the tasks and routines, and the effect is often loss of productivity. Loss of productivity can lead to decrease of customer and employee satisfaction which may cause a chain reaction of unsatisfied co workers. This shows that employee loyalty is very important in the service industry as these companies are depended at their experienced employees. Internal quality drives employee satisfaction which is measured by the feelings employees have toward their jobs, colleagues and their company. Internal quality is also characterized by the attitudes employees have toward one another and the way people treat each other inside the organization. Service workers are happiest when they can take own decisions and are empowered to make things right for customers at the spot. Only when internal processes are implemented and functioning a company can meet their demands of their customers in an efficient way. Hence good internal quality is an important driver as it makes employees more satisfied, positive and committed to their job.

Heskett et al. (1994) argued that leaders who understand the service-profit chain will also try to create and maintain a corporate culture that is centered on the service to customers and fellow employees. If the corporate culture needs a change it is crucial that leaders understand employees' needs to gain a good work environment with an excited and engaged staff. A successful leader should therefore spend much time interacting with employees as they will experience each strengths and weaknesses. By doing this, leaders and employees can work together and reaching a common goal by letting everybody takes part in the planning process. Leaders who think in these lines care about their employees and spend a great deal of time selecting, tracking, and recognizing them. One strategy can be to facilitate personal

rewards, compensation, and promotion as it can create employee satisfaction (Heskett et al. 1994)

In the article from Heskett et al. (1994) a satisfaction survey was done in 1991 within an insurance company. The result shows that 30% of all unsatisfied employees expressed an intention to leave, compared to only 10% of all satisfied employees. As expected low employee turnover was found to be closely linked to high customer satisfaction. The service profit chain has the same function as the “domino effect”. If employees are unsatisfied with their work then bad service, turnover, loss of productivity and other issues may occur. The result can be difficult to manage as one brick will collapse the whole chain.

2.3 Leadership Style

According to Sirota et al. (2006) most employees are quite enthusiastic when they start a new job. But in 85% of all companies the employees’ morale and satisfaction is declining after six month and continues to decrease in the years afterwards. This survey is based on 1.2 million employees at 52 primarily fortune 1000 companies from 2001- 2004. Sirota et al. (2006) found that decreased employee satisfaction and moral towards their work, is a result of poor management. The research shows the individual managers behavior and leading style that contributes to the problem, and what they can do to improve their management. (Sirota et al. 2006) made three goals of managing employees at work. Management must understand the three set of goals the employees seeks from their work. The first of the three goals is “equity” and means that employees must be respected and treated fairly in areas such as pay, benefits and work security. The second goal is “achievement” which means that the management needs to show how proud they are of their work, the accomplishments and their employees. The third goal is “camaraderie” which means to have good and productive relationship with fellow employees. The researchers argued that managers must meet these three goals to gain success. Employees who work for companies where two of these goals are met are three times

less enthusiastic than employees who work at companies where all the goals or elements are present. In addition Sirota et al. (2006) think it is important that an organization have a clear purpose of existing by being credible and inspiring. This in turn will increase employees' enthusiasm of their work as they feel useful and that the work is important. For the organization it means "a reason to exist" and for the employees "a reason to be there in terms that is beyond salary". The researchers also point the importance of managers' recognition of employees' contributions. Some managers' motto seems to be "Why should we thank someone for doing something they are paid to do" when the researchers talked to employees they were telling many times how much they appreciate to get a compliment. To receive recognition for achievement is probably one of the most fundamental needs for an employee. Recognition enhances employees' performance and work moral if it is sincere and is supported by fair and competitive salary. A manager needs to be an advisor for the employees. A role as an advisor involves a variety of activities including serving as a link between other business units and management level. Therefore it is crucial that a manager ensures employees with the right tools and an appropriate leadership style to gain success. This survey indicates that implementing a command and control style is a sure way of demotivating employees as this also will affect their workplace satisfaction. According to Sirota et al. (2006) leaders who also operate with a participative style achieved tremendous reward by improved efficiency and quality of their employees work. An Involved leader shows continuous interest in their employees' ideas. They create an atmosphere where "the old is not good enough" and trying to recognize its employees for their innovative style. Leaders who are involved will evaluate giving their employees freedom to make own decisions in line with their knowledge and experience. There is perhaps no better and powerful motivation tactics then let competent employees make own decisions because it makes them feel trusted, respected and appreciated by the company (Sirota et al, 2006).

Figures from Statistics Norway 2009 shows that nearly 30 percent said they rarely or never get feedback from superiors on how they perform their job. This is approximately at the same level as in 2006. Furthermore approximately 33 percent of employees are met with hostility from the boss if they come with critical views on the working conditions. At the same time there are relatively few, about 10 percent who believe they are treated unfairly or impartial, and who report that their work performance is not appreciated.

As cited in Brandi et al. (2001) employees set big requirements for their managers. The employees wish professionally competent leaders who are result oriented, and who is dedicated to providing active feedback. It has often been argued that employees are difficult to lead and that they would rather prefer a little reticent and passive management. But at the same time employees will also have a proactive and an inspiring leader who actively coaches and provide them with systematic feedback on both positive and negative aspects of the work performed. This indicates that managers in many ways is facing major challenges, because in many cases they will find themselves in a role where it demands a constant need of weaning between the degree of ordering employees vs. humility, delegation of responsibilities and facilitation. In addition today's organizations can be very complex with unclear structure levels and hierarchy control. Brandi et al. (2001) argues that even if the purpose of the flexible forms of organizations is to increase efficiency, it also may lead to uncertainty and frustration for both managers and employees. In an organization it may also arise an informal leader because of the skills and knowledge the employer has gained through previous experience. This in turn can create frustration among employees because they don't know who to turn to when an issue appear.

According to Berg (2008) it is important that a leader set a clear vision or goals as this will help employees work systematically toward something they feel is important and make sense that in turn will have a positive effect on employees' workplace satisfaction. Many

organizations today struggles setting common goals that is appealing for the employees because the goal is unclear and difficult to measure. It is difficult for a leader to set a clear goal besides earning as much money as possible in a certain period of time (Berg 2008).

2.4 Motivation on Job Satisfaction

There has also been a research of employees' work satisfaction in Hong Kong hotels. The research was done by Liam et al. (1999) because the hospitality industry in Hong Kong has been troubled with high turnover and employee morale problems. This research shows that 42, 2 percent of the informants considered pay as a more than average category contributing to work satisfaction in hotels. This can also be supported as 31, 7 percent of the informants indicated that promotion was the most important job aspect. About 35 percent of the sample ranked supervision as the least important. Supervision is probably ranked this low because the employees don't want to be controlled too much by their leaders. They want to have control and be able to make decisions on their own without supervision as this make the employees more independent which tends to increase the work satisfaction. Hong Kong employees have accepted traditional autocratic management in the hotel industry. They rarely complain of poor management. As can be seen there is big cultural differences between the Asian and the European work ethic and culture. The results also indicate that employees in the age group between 21- 25 were more satisfied with co-workers than the others. The age group over 50 was generally satisfied with promotion, supervision, work itself and the work in general, but the salary was not good rated as expected. Employees with primary school education level were more satisfied with co- workers and the work in general but not with promotion compared with the other groups. Employees with low education levels are dissatisfied with their promotional path and career development. The result indicates that many of the employees with lower educational level realized that they might have reached the ceiling in terms of their career. Employees with higher level of education perceived their

education as an investment and are therefore unsatisfied with their salary. These employees would like to change the system in such way that salary is given according to the level of educational investment. Overall the results in the study clearly indicate that the employees' expectations were unmet. One of the speculations in this study is that low satisfaction towards pay and work conditions in general may lead to the high turnover in Hong Kong hotels.

Herzberg (1959) has looked at factors that contribute to work satisfaction and have another view of what makes a happy and satisfied employee. Herzberg (1959) made a two-dimensional paradigm of factors that affects people's attitudes towards work. He concluded that factors such as, supervision, company policy, working conditions, interpersonal relations, and salary are hygiene factors rather than motivators. The hygiene factors are also referred as "dissatisfiers" as these factors can create work dissatisfaction while their presence does not influence the motivation nor work satisfaction. In summary, if the hygiene factors are present they only prevent dissatisfaction. The factors are not directly related to the job itself, but concern the conditions that surround the job. In addition he stated that the element which motivates and enriched a person's job was "satisfiers" which focuses on achievement, recognition, the work itself, responsibility, and advancement. The "satisfiers" is associated with long term positive effects on job performance while the hygiene factors only produce short term changes in the job attitudes and performance." Satisfiers" is therefore related to what a person does at that job, while the factor "dissatisfiers" is related to the situation in which the person does.

Maslow (1970) states that people are motivated by unmet needs which he explains in a hierarchical order. If the environment is right, people will grow "straight and beautiful" and actualizing the potentials they have inherited. If the environment is not right they will not grow and fulfill the demands correctly. Maslow (1970) explains as a person advances through an organization, the manager should provide opportunities to satisfy the persons need by

letting him/her climbing higher in the pyramid. A person is not satisfied if he/ she have to go downwards in the pyramid and the degree of satisfaction will immediately decrease. He also argues that many employees often have problems articulating what they want from their job. Therefore, managers have often ignored what employees' say that they want. Instead managers are telling the employees what they want based on what he/ she believes most employees want under the circumstances.

Feedback is also a motivator which influence once workplace satisfaction. Honest feedback regarding job performance is a requirement for individuals who are looking for opportunities for self-understanding and for sustaining work satisfaction. Employees like to receive feedback to know how well they are doing (Du Brin, 1999) as cited in Harris and Nelson (2008). The Gallup Organization and Carlson Marketing Group found that employees indicated that they favor recognition from managers over recognition from co-workers. Feedback was therefore very important regarding how employees perceive workplace satisfaction (Harris and Nelson, 2008).

2.5 Commitment

In the article by Clark et al (2009) they have also examine the role of managers' commitment to service quality and how it affects the front line employees' satisfaction, values and performance. The fundamental implications of this study is that managers who are committed to service quality and has an empowering leadership style can create a transformational climate, that conveys their commitment to quality service to their frontline employees. The results shows that employees will more likely share the organizations values by understand their role in the organization and therefore are more satisfied with their work. The outcome shows that employees gain higher performance of service quality towards their hotel guests. Research has demonstrated that a manager's leadership style has a tremendous influence on employee behavior, including their adoption of the firm's strategic and

marketing initiatives and in particularly those relating to customer service. As cited in Clark et al. (2008) one way hotel managers can influence employee commitment is to demonstrate it themselves. It is important that managers act like role models and behave in such ways that make employees follow those behaviors. If a hotel manager doesn't act as he/she wishes the employees to act, then the manager can't expect that employees know how to act.

The study by Clark et al (2009) also examines three different leadership styles that influence front line employees in different ways and also how managers' commitment to service quality is changing accordingly. The three leadership styles is directive, participative, and empowering. Directive leadership style is when a manager has little or no employee control. Participative leadership style is when there is a shared control among leaders and managers. Empowering leadership style is when employees have the authority to solve problems and make decisions on their own without consulting from a manager. This study examines how different leadership styles affect front line employee's performance.

Researchers have argued that managers in the hotel industry have to use creative approaches to ensure that employees possess the flexibility skills, confidence and motivation to deliver good service as possible. In the study by Clark et al (2009) the results left little doubt that different leadership styles has an impact on employees workplace satisfaction. The study also showed that hotel managers who are committed to service quality act as role model for their employees. As managers are showing their commitment, they clearly communicate and promote the customer oriented values which in turn affects employees as it gives them a clearer picture of their role in fulfilling the hotels mission. Another finding in the study indicates that directive leadership style has no effect on shared values, role clarity, and work satisfaction and employee commitment towards work. The study also indicates that participative leadership style does not influence employee work satisfaction. In this study the results show that participative leadership is not enough to influence employee satisfaction

directly. The study also indicates that shared values have a positive effect on role clarity, work satisfaction, and commitment to service quality. Role clarity has also a positive effect on work satisfaction and employee commitment to service quality. The fundamental results in the study are that managers who are committed to service quality and gain to employ an empowering leadership style can create a transformational climate that affects employee's satisfaction. As cited in Clark et al. (2009) employees in an empowering leadership environment are also more aware of the organizations values, their role in the organization and hence are often more satisfied with their work.

2.6 Work Stress

Employees and managers who are working in the hotel industry are facing many challenges that lead to work stress. The workload is big since the main reason of existing in this industry is to give good service 24/7. Long working hours including nights and weekends, time pressure, quality of work demands and role conflict becomes very stressful as can be stated in the article by O'Neill and Xiao (2009). Employees and managers will leave the industry at the first opportunity because they feel emotionally exhausted and burned out. As cited in the article by O'Neill and Xiao (2009) employees who are psychologically exhausted will often distance themselves from others, themselves emotionally and cognitively from their work by developing indifference or a cynical attitude. These employees' get negative feelings regarding one's customers as their personality was changing negative about oneself. Work stress is also influenced by each individual's personality. The research done by O'Neill and Xiao (2009) examines the five factor model. The five factor model is a personality trait and consists of five dimensions of individual differences. The result from the five factor model showed that departmental manager's exhaustion was positively related to neuroticism which is perceived as a very emotional trait. Neuroticism means being depressed, angry, embarrassed, emotional, worried, and insecure. In addition job demands, had a positive

influence on hotel departmental managers' emotional exhaustion. Departmental manager's in this research is referred to employees who work in various departments such as food and beverage, rooms, marketing, general management and human resources. (O'Neill and Xiao (2009) argue that personality trait is connected with how an employee is likely to feel work stress. This means that perceived work stress by one employee does not necessarily being perceived as stress by another. As stated in the article work stress is therefore closely linked to work satisfaction as unsecure employees tend to not feel happiness or committed to their work.

2.7 Training

Chiang et al (2005) did a study to explore the relationship between employee training, job satisfaction and the intention to stay in the hotel industry. As cited in Chiang et al (2005) training is linked to improved self-esteem, reduced turnover, improved attitude, more teamwork, greater organizational commitment, and greater job satisfaction. Hotels need to give good training to employees as this will improve all the factors mentioned above. Hotels need to have a training plan that includes determination of what is to be learned with use of different instructional methods, training tools and an evaluation strategy at the end. Training programs is a useful tool to improve things such as attitude, service and work tasks that give employee's confidence which increases work satisfaction. Training can be done by use of written job descriptions, training manuals, skilled employees and videos which are the most common ways of learning. The most importance of training or teaching employees is to providing feedback as this can boost employees learning skills which make them feel important and appreciated. (Chiang et al. 2005)

The survey done by Chiang et al (2005) concluded that the majority of the informants reported they had received training related to their work, while only a few indicated that they received little or no training. The most common training type was on-the-job training. Some

of the informants stated that classroom training and video-based training were other types of training received. The training materials used by hotels in the training programs were also TV, computer, booklets, and books. The informants stated that on-the-job training was the most common training types used with employees. On-the-job training is the most used training program because working in hotels is labor-intensive and therefore learning only by theory would be rather difficult. The results indicated that both managers' and employees' perceptions of training were lower than their expectations. These findings suggested that managers know employees' expectations on training, and managers and employees have similar perceptions of the training performed in their hotels. However, employees' perceptions of training were significantly lower than that of their expectations. This revealed that training quality does not reach employees' expectations, and training does not satisfy employees' needs. Managers and supervisors must recognize this, and understand that training still has much room for improvement. Training quality is directly influenced by the intention to stay, training quality was positively associated with training satisfaction, training satisfaction influenced job satisfaction, and job satisfaction was significant determinant of intention to stay. Training quality is a direct antecedent of job satisfaction. However, the direct effect of training quality on intention to stay was not supported in this study. Training quality influenced intention to stay only through job satisfaction.

2.8 Organizational Culture

According to Schein (1985) Organizational culture is a group within the organization who share a set of basic assumptions and how the culture provides learning. Organizational culture is developed by a group and shows how this group can cope with their problems in relation to the environment e.g. clients, customers and suppliers. The culture also focuses on internal integration such as how to communicate and collaborate with other groups in the organization. Schein (1985) tells that culture is only maintained as long as the members of the organization perceive the culture as right. He also stated that the current organizational culture will be taught to new members as the correct way to perceive, think and feel. The culture is telling new member what is right and what is wrong and how things are done “here with us”. The management's behavior is of great importance to how members perceiving and experiencing the culture. The management sets a standard for the social climate, degree of warmth and support, communication methods, systems of reward and punishment and the degree of acceptance of individual behavior.

Argyris and Schøn (1978) believe that organizations need to focuses on the members needs to make them more suitable and effective. They believe that to gain happy work force organizations must form a flat hierarchy structure as possible with few hierarchical divisions and more varied work tasks that make opportunities for self realization.

Herbert (1997) had another theory that there must be a formal system of authority. He means that humans can not increase their opportunity for self realization when the authority and hierarchical relationships are reduced. Herbert (1997) stated that the effectiveness of the organization has an impact on the human needs and that performance comes from motivation to gain promotion which leads to satisfaction. In many organizations the staff changes between some workstations or tasks at regular intervals. The employees do not have the same movements every day for a long time. In other words it promotes a good working

environment. This is a way of increasing employees' motivation and job satisfaction that in turn reduces sick absence and turn over (Herbert. 1997)

3.0 Method and Design

In this part of the assignment I am going to describe the design and method I used to collect data. A method is a procedure to collect empirical data and a tool to provide a description of the reality. The problem is that it is difficult to assess what the reality looks like. How to collect data about the reality depends on what the researcher is going to study (Jacobsen, 2005).

Yin (2003) states that case studies are suitable when we seek answers to how and why things happen. It can be a study of a person, a small group, a situation or a particular case. Yin (2003) further states that a case study is a research strategy that can be use when the study phenomena are in their natural context. Based on my research question I have decided to use the case study strategy.

There are two approaches to use when mapping the reality. The first one is called deductive approach and the other is called inductive approach. When using a deductive approach the progress is going from theory to empiricism. It is assumed that the researcher first creates some expectations about how the realities looks like, before going out in the field to see if the expectations matched the reality. The expectations are created on the basis of previous empirical findings and theories. The problem connected with a deductive approach is that the information is very limited because the researchers may only seek the information they are looking for. This tends to limit or exclude other relevant information that could be crucial to gain an overall picture of a situation (Jacobsen, 2005).

This research is based on an inductive approach as my aim is to get a deeper understanding of hotel employees' view of workplace satisfaction and what they think is contributing to workplace satisfaction. The progress of an inductive approach is based on

going from empiricism to theory. The researcher first goes out into the reality with an open mind, gather all relevant information and then organize the collected data. Based on this approach the theories will be formed (Jacobsen, 2005). By using an inductive approach the goal is to not limit what kind of information the researcher collects. In summary the theory was formed from what was observed. I conducted interviews among hotel employees which made the informants able to speak freely about the selected topic. When conducting interviews the researcher will often get unexpected answers that were not thought of in advance. The concerning by using an inductive approach is that a researcher has difficult to go out into reality with a completely open mind. Jacobsen (2005) argues that it is impossible to gather all relevant information as a researcher does not have the capacity to collect all relevant information in terms of the big amount of data. Everyone has a pre-judgment about what is important and less important when conducting a research. This tends to limit or exclude other relevant information and aspects of an issue (Jacobsen, 2005)

3.1 Qualitative and Quantitative Method

Various research methods can be divided into qualitative and quantitative methods. Which of these is chosen depends on the questions and issues the researcher wishes to get and understanding of. A qualitative method produces data in form of a text, while quantitative methods provide data in terms of numbers. Both methods can be used to obtain empirical data, but they are suitable in different contexts (Jacobsen, 2005). A qualitative method is more used when the goal is to obtain background knowledge about a topic, while a quantitative study can be used to test the issues that were found in the qualitative part or just get a superficial view of an issue.

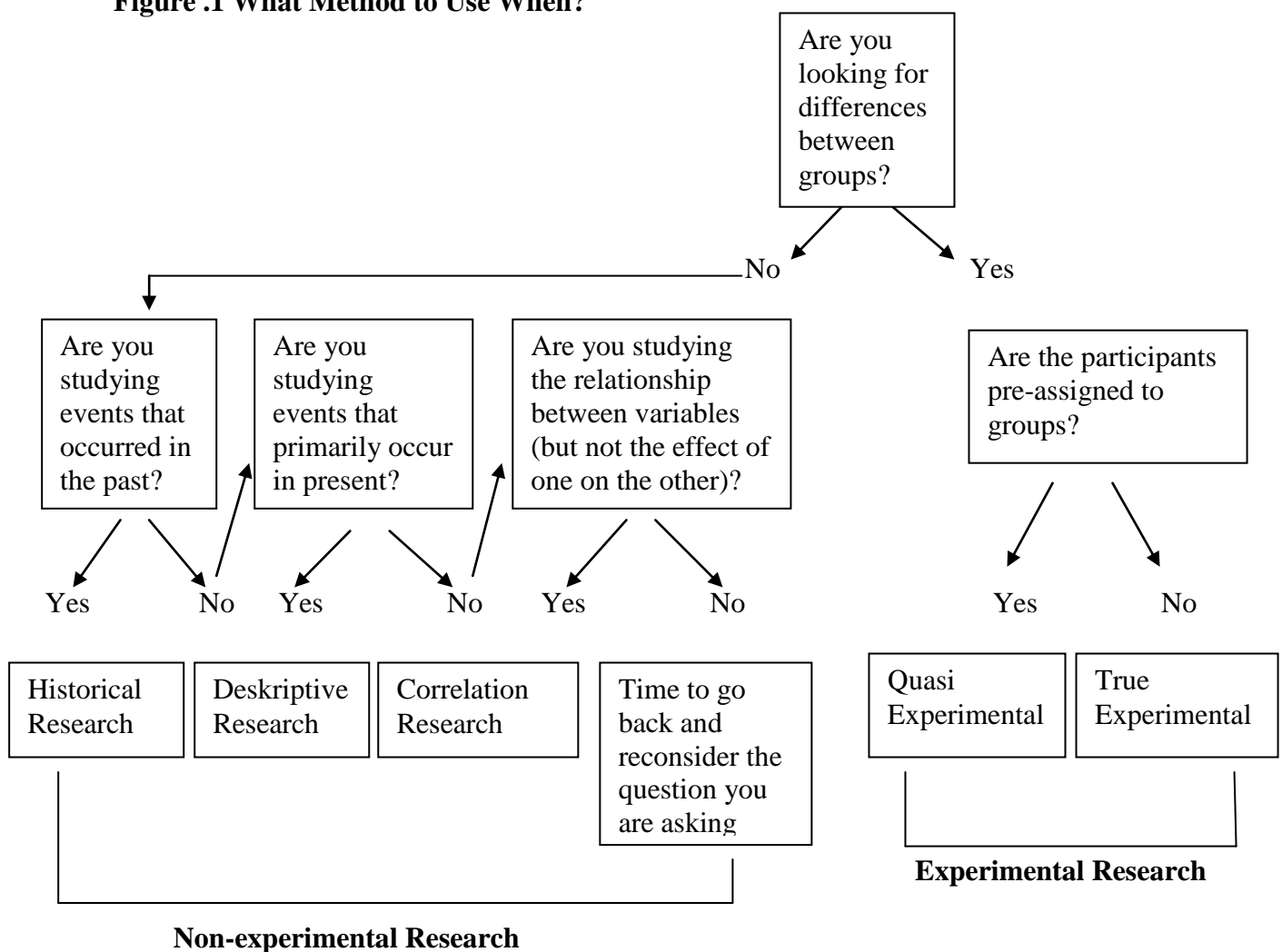
In this study, a qualitative interview method was used to gain knowledge on issues related to workplace satisfaction. My choice of using a qualitative method was related to my research question which is to get a deeper understanding of an issue. On behalf of this I was

able to gain knowledge by listen to their meanings which I had not been able to do by getting results based on numbers as in a quantitative study.

3.2 What Method to Use

The topic of interest is: How do hotel employees view workplace satisfaction and what is contributing to workplace satisfaction? To answer the research question I collected data through in-depth interviews among employees at a hotel in Stavanger region. Below there is a figure which explains what method I have used.

Figure .1 What Method to Use When?



This research is based on a non-experimental research design. A non-experimental research can be used when you want to test informant's meanings on how they perceive a situation or an event in e.g. a hotel. A non-experimental research can be used when the aim is to get a deeper understanding of an issue or event by focusing on details.

This research is closest linked to a descriptive research approach as my goal is to describe a situation that primarily occurs in present time. I have interviewed employees once and the intention was to focus only at that moment. This research is not researching over time or historically events. The descriptive method describes and analyzes psychological phenomena in their natural environment and situations.

3.3 Limitations

This research has been influenced by several limitations. In this section I will list and describe how they influenced the result of this study. The limitations were naturally set by the time frame and resources available. If I had a larger time frame I would like to increase the sample size by interviewing all of the hotels staff. I could then get a broader picture and a better understanding of which factors that impacts workplace satisfaction. I have conducted 10 interviews among hotel staff in Stavanger region. If I had a larger time frame I would like to conduct several interviews and even questionnaire papers to get a broader picture of what impacts workplace satisfaction. The finding would also represent a more general view as a larger population had been taken into account. I could then measure what impacts or must be present to gain work satisfaction at other hotels and also outside the Stavanger region. A possibility would also be to research across the Norwegian boarder by getting results from other countries.

Capital is often a limitation when conducting a research study. My lack of funds limited my choice to be as cheap as possible. This research is therefore not examining other

hotels and destinations to get other possible preferences. The survey is based on employees and middle managers who work at a hotel in Stavanger region.

3.4 Population

A population can be defined as a group of individuals with some similarities that exist within a certain area. My research paper is focusing on employees that are working in the hotel industry. I have interviewed 10 hotel employees due to the limited time. The sample size consisted of 6 men and 4 women. The informants are in the age between 24- 55 and they have all worked at the selected hotel for more than 1 year. All of the informants are permanent employees which makes the research more reliable since they might have a deeper understanding of issues than part time employers. The informants worked in the reception, restaurant and kitchen departments.

3.5 Interview Method

According to Kvale and Brinkmann (2009) this kind of data collection is characterized by a regular dialog between the researcher and the informants. The data collected comes in form of words, sentences and stories. The conversations are most commonly used by telephone, face to face conversation, or over the internet. The meaning of an interview is that the researcher and the informants have a conversation about different aspects of a given situation. The researcher can write down or use a tape recorder to collect the whole interview. According to Jacobsen (2005) this kind of survey has little or no restrictions on what the informants can say. The collected information must thereby be analyzed and transcribed. The Interview questions will influence the depth and freedom of the response the researcher is getting from the informants. There are three common types of interview design. The most common ones are referred as structured or unstructured interviews. These two types of interview designs represent the opposite extremes of each other. In between there exist an interview design called semi-structured interview.

I have used a semi-structured interview design which has a relatively loose framework, but a real content that a researcher wishes to explore. The flexibility is important because the goal is to have the ability to bring up new interesting questions during the conversation (Thagaard, 1998). By using a semi-structured interview, the researcher can follow the informant's story, while he has a plan of certain topics to be discussed.

I conducted in- depth Interviews which basically refers to an interview with a person at a time on a defined problem. This type of conversations usually happens without a fixed form. But in my case I used a semi-structured interview which means that I had some headlines we had to talk through, as well as the interview was open for new inputs when new and relevant information appeared. I had also the opportunity to ask the informants if they could elaborate and explain their answers more in –depth at times. I used this method because I wanted the informants to be freely speakers about the topic without following all of my pre-defined questions. By conducting semi-structured interviews the answers I got was therefore not only depended on my pre-defined questions, but also other relevant thoughts the informant had in mind.

Since I performed one by one interview there were no debate involved. This puts greater demand on the interviewer's ability to ask the right questions that can reach the informant's underlying beliefs and attitudes. The biggest advantage when conducting this type of interview is the ability to get information that the informant did not dared to tell in a group as the information can be too sensitive

The weakness with use of this method is that I have might influenced or misunderstood the answers given from the informants. This can happen because of the big amount of collected data. Another weakness is that I have little knowledge on how the hotel industry is working forward to gain happy and satisfied workers. Because of this some of the

informants have might manipulate their statements to suit themselves or the company own good.

3.6 Preparation of Interviews

Below I will explain how I prepared myself for the interviews. Giving a good first impression is Alpha Omega when conducting an interview. Before I conducted the interviews I studied Kvale and Brinkman's (2009) interview guide to get a better understanding on how to conduct a good interview. According to Kvale and Brinkmann (2009) there are certain criteria one should follow to achieve a successful interview. Throughout the process, I tried to follow these.

Firstly I tried to follow some crucial steps such as being precise to the meeting. If an interviewer is coming too late the informants may perceive the interviewer as unserious. This may affect the whole interview and can end up poorly. I ended up being in good time as it made it possible for me to identify the one I was going to interview. Being in good time helped me as a researcher to be perceived as more professional while the informants got an impression of how important this thesis were in relation to my study.

I started to clarify the purpose of the meeting, and what I wanted to be answered. Kvale and Brinkmann (2009) argue that an interviewer must have the ability to provide social contact and trust with the informants. If the informants don't trust the interviewer he/ she might be reluctant to tell the truth. I look at myself as an extroverted person and I think the informants felt I was trustable. I was small talking with them over a cup of coffee before the interview started to make the informants more comfortable and relaxed. I got much positive feedback and I think they got a great impression of me as a person and as an interviewer.

To get good responses it is required that an interviewer is good to follow up questions as it can lead to interesting answers. I asked the informants to elaborate their answer more

“in-depth” at times. New and great information came up while the informant’s seemed to like my follow up questions as well.

According to Kvale and Brinkmann (2009) it is important that the interviewer also has the ability to control and navigate the conversations to avoid unnecessary discussions. I had no time to too small talk while interviewing as I already had limited time. This problem did not happen under my interviews, because most of the informants seemed to be very interested in the topic.

I asked for permission to record the conversations on tape and explained that it was only for my use when I was going to reconstruct the conversations. I told that the tape will be destroyed after all interviews were transcribed. By using a tape recorder I avoided fumbling with notes during the interviews. Fumbling can give a bad impression and the informants can easily losing focus on the relevant topic by being bored. Fumbling can also create reluctance by the informants to cooperate in a professional manner. Even when I had a tape recorder I listen carefully to what was being said because maybe there were some interesting follow up-questions. I was also looking at the body language as body language can express something else then what has been said by the informants. The answers were therefore naturally interpreted on the basis of facial expression, tone of voice and body language. By reading their body language I had to be critical to some extent as some of the answers I got seemed to be very vague. I think some of the informants felt sorry for them self and tried to give me a distorted picture of the reality.

At the end of the interviews I thanked them for the interview and their willingness to participate.

3.7 Yield of the Interviews

To implement a successful interview as possible it was crucial that I could set me into the informant's situation. For making the interviews as a positive experience for me as a researcher and for the informants, it was important that the questions were relevant. I think I gained making proper questions that fitted with my research question. It is important to make relevant questions as it is easier to get proper answers for my research. It was crucial that I set me into their situation or else I could have asked questions that the informants was not able or qualified to answer because of the lack of experience or knowledge.

According to Holme and Solvang (1996) in some cases the topics are naturally more difficult to talk about both for the researcher and the informants. My subjects did not contain questions that were particularly vulnerable nor for the company or for the informants. My goal was to get a deeper understanding of their view of workplace satisfaction which the informants seemed to appreciate.

The expectations the informants had in advance can affect the information I got because the informants can choose to answer what he/she thinks the interviewer wants to hear. I tried to prevent such expectations by underlining that my goal was to be presented only the informants opinions and not what I would like to hear. Holme and Solvang (1996) says that it can often be appropriate to emerge as a bit enthusiastic, little naive and curious when researching. Even though I had some theoretical knowledge about workplace satisfaction in general; I completely lack the practical experience that the informants inherited. The informant's views and their practical experiences helped me understand their role as being employers in the hotel industry. As a researcher I was also careful to not pressure the informants for information he/she did not wanted to give. Because this can create a chain reaction and other relevant information they were willing to give in the start can be omitted.

Kvale and Brinkmann (2009) says it is important to consider where it is important to go deeper into the topic, and where there is sufficient information and no need for further explanation. Most of the informants in my study were very communicative and talkative. They told me much freely in advance that I intended to ask them. Some of them were a bit cautious and hesitated in the beginning of the interview. I then had to encourage and provide them with a form of feedback that confirmed we were on the same track. Kvale and Brinkmann (2009) say that an interviewer should realize that some people are harder to interview than others. Therefore it was crucial for me to motivate and assist the informants by focusing on each personality's.

According to Kvale and Brinkmann (2009) one element that can affect the outcome of an interview are factors such as time place and location. It was important for me to find a location at the hotel where the informants felt relaxed and comfortable. It was also crucial that it was silence and that the informants had time to think without any disruptions. In a hotel there is much activities and noises that can affect the whole interview. The interviews took place in one of the restaurant departments at the selected hotel. The restaurants are divided in departments as it makes it easier for the hotel to facilitate meetings for several companies simultaneously.

I got much relevant information regarding workplace satisfaction and it seemed that the informants liked that someone touched into this specific topic as well.

3.8 Analysis of Interviews and Data Reduction

The analysis of the interviews has a practical and a theoretical goal. The data I collected and developed provided an overview of my understandings. The large amount of data I collected was reduced as it made it easier for me to prepare my analysis.

After the interviews, I had a lot of data which made it difficult for me to form a clear picture of the content. To emphasize the texts and meanings I prepared an abridged version of the data by arranging it into categories. When doing so I could easier select and trace the information that was most relevant in relation to the issue. Of course this process was painstaking, but it gave me a much better picture and understanding of the collected data. It was also an advantage in thoughts of the opportunity to repeat and immerse the transcription. On the basis of the research question, theory, and the thematic theme I got from the interviews I ended up with 7 main categories, which were divided into subcategories.

According to Dalland (2000) a representation of data is an organized, compressed collection of information that allows one to draw conclusions and act. A good presentation is the main road to validity in the qualitative analysis. According to Kvale and Brinkmann (2009) large amounts of data should be summarized by dividing the data into categories to get an overview of all units.

I found that categorization was a process that gave me insight and understanding of the employee's perspective and thoughts of how it was to work in the hotel industry. In the analyze process, I spent much time organizing and structure the collected data. The transcription took me hours and at times this process made me confused. It was much data to take care of, and it was crucial that I did not miss or left out anything of importance. After I had made a structure I always went back to the original transcription to see if there were something I had left out.

The analyze process was an interesting and confused experience. I had looked at

relevant theory in advance that referred to my research question, which made me able to create some opinions on what kind of results I could expect in advance. (Kvale and Brinkmann (2009) stated that humans are always pre-judging. It is not possible to free ourselves from pre-judging; even when we not suppose to.

I learned that my pre-understandings and the pre-judgments I had in advance were corrected by the informant's expressions, perspectives and understandings. The things that kept me going or my "driving force" was the ability to give the informants a voice through their stories.

3.9 Credibility in a Qualitative Research

The purpose of the study is also to following a scientific principle that promotes validity and reliability. The validity says if the survey measures what it intent to measure. The validity can be splits in two concepts which is internal and external validity. According to Kvale and Brinkmann (2009) internal validity expresses the extent to which the findings answer the questions that are posed, while the external validity is evaluating if the study can be transferred to other similar studies in the context that the study is performed. External validity is closely related to the concept of generalization which depends on the quality of the survey findings. This means that the findings must be continuously checked, questioned and interpreted theoretically. The researcher has to check the findings by having a critical view of their interpretation, and having a certain control to prevent a selective and skewed interpretation. I have made a SWOT analysis to check my findings which made it easier for me to get a better picture of the current situation. Kvale and Brinkmann (2009) say that when researching an issue the researcher needs to ask the questions, what and why, before questioning how. A surveys content and purpose needs to be proceeding before choosing a method. Finding the right method will be depended on the research question, do the survey investigates what it supposed to investigate.

Reliability expresses how reliable or stable a study is and if it is reproducible. High reliability means that there is a high correlation between the measurements. Reliability can be studied by conducting independent measurements of the same phenomenon and if the results are almost the same there is a high reliability. Kvale and Brinkmann (2009) say it is important to have an in-depth description of the procedures, particularly in the analytical process. The goal is to build trust and credibility for the used method and the presented result. In this research I have tried to follow these guidelines to make the research as credible and reliable as possible. I have looked at former sources and tried to use a method that fitted my research project and transcribed the theory as proper as possible.

In a qualitative research the term transferability is often used instead of generalization, which is the common term in a quantitative research. Transferability is related to the understanding developed within a single project that may be relevant in other situations. According to Thagaard (1998) the goal is a state of saturation which means when more data do not add anything new. I have tried to get as much information as possible until the informants repeated much of the same things. But the purpose of using a qualitative method is usually not to generalize from the sample of units to a larger group of devices. This type of study has neither the aim to determine the extent or frequency of a phenomenon (Jacobsen, 2005).

4.0 Empiricism

Based on the research question, choice of theory and the methodological choices, the empirical material will be analyzed in this chapter. The purpose is to provide a picture on how hotel employees view workplace satisfaction and what is contributing to workplace satisfaction. The perceptions and experiences are not always similar by the whole group. The whole group in this interview is based on receptionists, restaurant and kitchen employees. I have presented and illustrated the common meanings of the group and the characteristics of individuals. It is my goal to try giving a nuanced picture of their experiences and perspectives by telling their stories in a compressed collection. Below I have presented the data of the identified theme.

4.1 Work Satisfaction

In the first part of the interview the informants were asked what they associate with “workplace satisfaction”. One receptionist informants answered:

“Work satisfaction is to deliver results that the company and the management expects you to do, but something that is just as important, is the social connections in the workplace ... For me work satisfaction is connected with the social relations and the work itself.”

Many of the informants had the same view of what they associated with workplace satisfaction. Workplace satisfaction was described as enjoying their work which is closely linked to their work tasks, the results of their work and the social relations with their fellow employees. A kitchen informant expressed work satisfaction in this way:

“Work satisfaction is when I am happy with what I am doing and that I've masters my job tasks and have good colleagues that I can enjoy spend time with”

Most of the informants said that master their work tasks and to have good colleagues was crucial factors that influenced workplace satisfaction. But the social part was just as important

because having trusted, supported and funny co-workers made it easier to get through the work days. A restaurant informant said that the good colleagues were the reason for held him back from applying for other jobs and stated:

"I had not been working for a long time in this job for many hours each day if there were no time to socialize. The work environment among employees is very good."

When I asked why they are so happy working together I got different answers. One from the receptionist department quoted:

"I think that we have a unique team spirit here. We talk a lot about issues that occurs and how we can solve them which make us able to improve our self as a team."

Most of the informants said that it is good to have good friends at work and that sometimes after work they even got out for a drink. One of the informants argued that there are not many places there exists such good work environment.

4.1.1 Experience

The next question I asked was how their experience had been so far in this company. I got many different answers such as this from one of the restaurant informants:

"I have been working at this hotel for nearly 15 years and I think it is a great place to work, but I am tired of getting known with new people all the time. The turn –over here is sky high especially those who are part time workers."

Another informant from the restaurant stated:

"I like my work but since there regularly appear new faces I don't want to socialize as much with them because many of them are soon quitting anyway. I only begin to socialite when I see that they have worked here for a while and when I see they have the same work spirit as me"

It seems that these two long time employees are tired of getting known with new employees. Some of the other informants said the same thing but liked to getting known with new people.

Many of the informants also stated that it was crucial to make new employees feel welcomed and appreciated because this is helping increase the work satisfaction among them all. Most of the informants said that working at the hotel has given them both good and negative experiences, and that they have learn a lot working in a such stressful and demanding profession. Overall the experience by working at the hotel was good but many stated issues that is describe later in the text.

4.1.2 Highlights and Turning Points

The highlights were often related to the great feedback they got from their customers such as Statoil. This was perceived as highlights because such companies leave a lot of money which in turn benefits the employees in form of higher salary. When big companies have a party at the hotel they always arouse and brags allot of the perceived service and the great hospitality by presenting some of the hotels staff. The informants like the good feedback as it helps them getting confidence and which makes them feel important for the hotel as they see a reason for working here. One of the informants is quitting at the end of the summer, and mentioned that his manager have asked him to come back for Christmas as one of the companies liked him so much that they would not make a reservations at a later point if he weren't present. He also got promised from his manager to get extra salary if he showed up. This shows how important it is to give good service he told me with confidence.

The informants were particularly mentioning one turning point that affected them in a negatively direction. In January the hotel did an organizational structure which means that the different departments got changes in their areas of responsibilities. The informants did not like the organizational change as nobody seems to know exactly what they were in charge of. The change has created much confusion among employees and managers since they have lost big and important companies. Some companies were not satisfied with the hotels service because of much clutter in their order. One receptionist informant said:

“It is sad that the top management did an organizational structure because we are now losing money and I know many employees are evaluating to quit due to much frustration as the area of responsibility is too complex.”

Another informant said this due to the organizational changes:

“For about half years ago we got a flatter management structure. I thought these changes would improve our work conditions into something better, but after this system was implemented there has only been chaos. We do no longer know who is responsible for what. “

Many of the informants told the same story where an oil company had decided to add their meeting and conferences to another hotel due to much clutter in their order. The oil company was one of their greatest customers as the hotel earned hundreds of thousands a year by having them as regular customers.

One of the restaurant informants said:

“Our salary is based on provision and loss of big customers reduces my wages.”

The common agreements were that the poor communication system between the departments was a shame. One of the informants said they had not managed to implement regular routines after the new organizational structural changes. There are many changes that occur in the organization which takes place outside of what the employees are able to control. Many of the informants stated that it was crucial to improve the communication among the different departments by implementing clear rules and routines to ensure that the information is sent and received. One of the kitchen informants was very confused and was searching for another job. He quoted:

“Changes will likely occur at a level that I might not be able to reconcile myself with”.

Most of the informants said that the organizational changes were one turning point that affected the organization into a wrong direction. Due to the chaos some of them was bright thinking and had another view of the situation. One of the receptionist informants said it was always hard to adapt to new changes but most importantly she looked forward in time when the employees had adapted to the changes as the organization would be functionally running.

4.1.3 Leadership Style

I had to ask in what extent they were able to make their own decisions.

Since I have interviewed restaurant, kitchen and receptionist staffs they had different answers due to the extent of making their own decisions. One of the receptionists pointed that it was important to be able making own decisions because it influenced positively on the informants work satisfaction. One of the kitchen informants said;

"Being a boss is nice as I am able to manage and do changes within certain limits. I like having power and be able to make decisions that other must follow."

This informant liked the freedom to decide over him selves and others' work tasks. The informant said as a manager there were many challenges that came with the work. Most of the informants would like to have more responsibility as new challenges would occur more regularly. They also stated that they were controlled too much and had no influence on different decision makings that influenced themselves. The informants from the restaurant department said they were able to influence their shift timings and structure their work tasks as they would. The kitchen informants said there were not much room for making own decisions as the head chef focused a lot on implementing routines to be more effective. But as a motivator they could suggest new dishes and desserts once in a while.

When I asked what they thought about their closest manager's leadership style I also got many different answers. The kitchen informants mainly thought that their boss was great, but they also mentioned that when the manager was tired and stressed he was a bit difficult to

relate to. Most of the informants said that the head chef had a short fuse and when they knew he was tired they avoided him as much as possible. One of the kitchen informants said:

“Our head chef is great but he has the mood of a typical chief, especially when he is tired... he easily shouts and reacts a bit aggressive at times. But overall he is a great chief with much competence and great sense of humor.”

The restaurant informants had a great relationship with their closest manager and pointed out that humor, competence and calm demeanor were the adjectives that suited the manager best. But there were two informants that had a different view of their manager. They said that at times when they complained on certain issues the manager took it too personal and perceived the messages negatively rather than having a positive view of having a committed workforce. This has created frustration for both of the informants which has led them to distance themselves from their manager. One of the middle managers also said that he had some trouble with his top managers and quoted:

“I am speaking for.... and fronting the case of my staff when we have manager meetings, but the problem is that the top management rarely listens to me. When I suggest new changes they always arrest my case with some economically stuff, such as it is too costly. But they don't realize the economically benefits in the long run.”

One other manager had the same view and said:

“The hierarchical structure can be difficult because I am struggling with the top management while some of my staff is struggling with me since I do not manage to get things done.”

One restaurant informant said this is a chain reaction that easily can break the good work environment because solutions that are being evaluated never get implemented.

4.1.4 Motivation and De-motivation

Things that were common motivators among all informants were the received bragging they got from satisfied guests. Bragging from guests was crucial as it motivated the informants to work even harder to improve their service.

One kitchen informant said:

“One thing that motivates me is when former guests or companies show up. It tells me that we manage to do a great job.”

In addition good colleagues were mentioned to gain work motivation. It was crucial that they had good colleagues as it made it easier to get through the work days. It was good to have someone to relay on and have fun with.

One informant said as followed:

“If I have a bad day, I know that my colleagues will support me. It doesn't necessarily need to be work related issues; also issues that appear at home can easily be discussed with good colleagues.”

When changing the subject to which factors that contribute negatively on their motivation I got a clear picture of the restaurant informant's issue. The most important factor was the provision based salary. One of the restaurant informants said:

"Since our salary is based on provision, it is difficult for us to have a relaxed attitude toward our income. Especially considering that our wages are dependent on others to do their job properly in the areas which we cannot control. This has created frustration for many in the restaurant department. For the well-being, I think the payroll system should have been changed to a fixed salary ”.

Another restaurant informant said:

"People are frustrated because other departments have such an influence on our wages. Each month we'll face an uncertain future."

Another from the same department were concerned about the top manager's attitude towards their payroll system and said:

"The good work environment will be partially destroyed by the top management when our opinions are rarely heard. The top management is sitting in their office every day and do not see how the payroll system destroys our work culture."

There were many complaints about the payroll system which indicates that this was a problem for most of them. It is stressful to face an uncertain future when they do not know how big the next the payment will be.

A receptionist informant stated:

"I am working here to make a living if it was not necessary I would rather spend quality time with my family."

Another factor that contributed to de-motivation at work can be referred from one of the receptionist:

"We used to have wine-lottery on Fridays which made us able to gather and talk while draw lots. In January, we were told that we had to take the drawing by email. This tells me that the top management is missing the whole point by gathering. This is just one example which explains how the top management is prioritizing their employees"

After the implementation of the new organizational structure many of the informants said that the top management is destroying the workplace satisfaction by not gaining to motivate the employees.

4.1.5 Commitment

The informants were committed in different degrees in relation to their work. The informants who had longest seniority were less committed because they felt they had reached the glass ceiling. These informants had little or no challenges and felt there was little variety in their work tasks. One restaurant informant said this due to the extent of commitment:

"I have been working here for many years and I know what to do when to do it which makes my job less challenging. I have applied for new positions within the company and asked my managers if it is possible to switch position to the reception or sales department. But they have kept me here for as long as possible as my commitment and satisfaction degree is decreasing".

The informants with shorter seniority thought the work itself were more challenging. One of the receptionist informants said this due to the challenges:

"The work tasks are quite varied because you face different problems with different customers. Sometimes you have to contact other departments to fix issues, and therefore I am learning new things every day."

This informant said that the challenges made her more committed to work which also made her more satisfied with her job. Most informants said that commitment were linked to how satisfied they were with they work tasks. The informants who faced new challenges and were able to do different things were more committed than those who faced little challenges. Through the interviews another factor was mentioned as a destroyer of commitment. A restaurant informant said this due to commitment:

"I want to move upwards in the career ladder but I have found that it is rather difficult. It seems to me that snout factor has played a major role in the selection of new positions. The managers should look at efficiency and how well each is to provide service as well as the educational level of each individual. I have a good education

and do my job well but many who have less seniority than me and less or no education getting offers of new positions"

Another in the same department illustrated it this way:

"I feel that skilled employers who are efficient, motivated and dedicated are being punished by not having the opportunity to climbing in the carrier ladder. There have been many situations when poor employer's gets new position they are not qualified to."

Some of the informants has discussed this at times and have come to the conclusion that the managers can't fire a person who is not functioning properly. Managers are therefore taking the easy way out by removing these employees to other positions to see if they manage to do a better work. Several of the waiters described this as a problem. It seems that those who are punished are the skilled workers. The commitment to their work decreased as they felt they were unfairly treated. The common agreement was that climbing upwards in the organizational ladder should be a reward you get on the basis of effort and skills. The talented and skilled employees should get the best deals while the poor once should get proper training to be improved. In the interviews there was most emotion of injustice to track when it comes to commitment. In these quotes the lack of justice is about the different emphasis of work and competition in different conditions and guidelines for managers and employees.

Another issue related to commitment was the question where do you see yourself in this company five years down the line. Some of the informants said that if the injustice will continue in the same line they would apply for other jobs. As mentioned above the payroll system was a crucial factor that was up to evaluation for staying or not in the current job.

One of the restaurant informants said this due to the future:

I have a large mortgage and a family to support. The payroll system is therefore affecting my private life in a large extent as I am depending on a solid economy. If the

payroll system is not to be changed I need to find another job where I know my financial boundaries. Working here is like playing lotto and the current situation is not sustainable for me in the long run."

The other common agreement for staying was the social contact they had with each other which made the work days more meaningful and excited. One of the informants said that there were high turnover at hotels in general. And many of the quitters had been working there for less than two years before shifting to another job. Those who had been working longer seemed to have adapted to the positive and negative aspects of the work.

4.1.6 Work stress

I received many different answers of what was affecting the informants in relation to work stress. All of the informants experienced stress in their work. A distinction was evident between the managers and the employees. The managers told that stress mainly were related to their work in form of self-imposed stress. This was stress that they largely gave themselves. Two of the informants said that they mainly experienced stress in form of own expectations about themselves because they wanted to convince the outside world that they would succeed.

Among the informants stress is related to time constraints as some work tasks suddenly appears without having the ability to control the amount or the due date. It appeared that all of the informants worked under high job stress. This shows that the leaders put a high degree of stress on themselves while the employees got stressed on the basis of factors they could not control. One of the kitchen informants said as following:

"I always have a very frantic pace, self-imposed stress. I am amazingly frugal as a person and I want to do things with 100% effort. That I require of myself and others. High standard setting gives good results, loyalty, solidarity and respect."

Most of the other informants felt burned out at times and that they could not blame on themselves. However they blamed on the organization, the management and the financial crisis that caused the problem.

This can be illustrated through these quotes:

"I had to adapt to the environment over time, without taking into account my own personality, desires and needs."

"Much work, much stress, a lot of pressure and lack of sleep. When I get home to my family I have the same pressure but in a different context."

"The pressure at work increased by the financial crisis, I had to put up pace to reach things I had promised to do, it seemed as if the work load had no ending. I never had the chance to get back on track. I did not manage to sleep day or night which caused my burnout."

The managers told that they worked to master what they expected of themselves, while they did not had some external forces that told them that enough is enough. However, the informants who had no influence on their workload stated that pressure were imposed by others. Therefore some of the informants blamed the managers causing their burnout.

One kitchen informant said that working in the hotel industry can be pretty hectic and that is why several of those interviewed got sick when there was a lot of stress at work. One of the restaurant informants said this due to the sick absence:

"I have had some problems with my shoulders and neck. I went to a chiropractor but it did not last long before the problems went back. This happened in a period where I felt high stress in relation to work. It was around Christmas time as there is much to do. When we were finish work for the evening you knew that the same procedure and stress would appear the very next day. I thought I did not manage to work through the whole season at that point. "

A kitchen informant stated that there is one colleague that influence negatively on the work environment and quoted:

"I've worked with some persons who soured the lives of all workers; especially one person made me felt that I had to engage in his private frustrations. In this period I had tendonitis, headaches, problems with neck and shoulders.... I was really sick. I have not thought that it could be lack of well-being that led to burnout."

Several informants stated that they have a physical work which has caused absence due to physical stress. Another informant said that she had inflammation inside the hand which certainly was work related. The common agreement was that the informants were missing a fitness discount at a gym. The informants though that the responsibility lies in the hand of the management.

One of the kitchen informants said this due to the ability to improve the employee's health:

"I think the management should make sure that we get discounts or free offer at a gym or at least proper treatments from a physical therapist. This had been a major step in the right direction in terms of decreasing sick absence."

The informants were agreed that having the opportunity to work out would keep them less stressed since their body would be fit and healthy with fewer complications.

One of the restaurant informants also stated this due to the health issue:

"There is not much the top management has done for us in terms of keeping our health at a proper level. Before we had to buy our own shoes, but after much nagging from the staff the management agreed to pay. A while back the management made a step campaign. We got a pedometer each that we used for one week. I was really impressed by the management's creativity and it seemed that everyone was walking a lot extra which was really fun."

The informants stated that stress is related to work tasks, time pressure and their health condition. They also stated that it is crucial that the management is able to give the right tools to make the work days easier. They also believed that having a healthy work force would benefit the company financially in the long run.

Shift timings were also a topic we got into and most of the informants had the same view. The informants were satisfied with their shift timings because they worked more or less the same amount of hours and if changes had to be done there were no problem to reconstruct the shifts. The only problem that were raised was that at times when fellow employees got sick they needed to work extra hours which made them pretty exhausted. For some reason many of the employees got sick at the exact weekend they had to be working. But they stated that it wasn't a big problem.

4.1.7 Training

When getting into the topic how the training was in relation to their work tasks there were many similar answers. The hotel has no structural training program but the informants said that the training of newbie's is function well at this point. The training is coordinated by the managers at the hotel with help from the staff when needed. The informant said that working in the hotel industry demands that newbie's is working at the floor to gain knowledge and insight of the different work tasks. Therefore much theoretical training is less needed. Some of the informants said that the negative aspects of training newbie's is that some of the managers gives to lousy training which forced the staff to take more responsibility without receiving any form of appreciation or feedback. They also felt that there was limited time to do the work they were supposed to do, as they didn't get any reduction in their workload.

One receptionist informant quotes:

"In the periods we have new employees it can be hectic since the workload increases, which I often perceive as a bit negative, because you do not get a reduction on the normal duties".

On the other hand some of the informants liked to give a proper training as they thought it was exciting with variation in the boring workdays. A common agreement of the evaluation of training was that it is function well at this point, but most of them mentioned that the managers could put a greater effort in training of newbie's. Some of them also stated that training is crucial to improve and succeed in this demanding work.

4.1.8 Organizational culture

The last topic was how the informants perceived the organizational culture. Three of the informants said that the organizational culture was great enough but mentioned that there were some things that bothered them pretty much. And that was the communication process within the organization. The communication is poorly because they rarely get feedback from their managers. One informant said that they even get more feedback from customers than from their own management. Several of the informants said that little feedback contributes negatively in relation to the work environment. One kitchen informant quotes:

"I'd really like to master my work in order to get positive feedback from others and especially my managers."

Another receptionist informant announced that it is important with constructive feedback as it helps them being improved in relation to the work tasks and the efficiency. One of the restaurant informants needed to get some kind of feedback. This informant quotes:

"I need to receive good constructive feedback and I if I do not get it, I ask for it because it gives me an inner motivation."

A kitchen informant quotes:

"If we do a bad job, we will definitely get feedback from our managers but when we do a good job we don't get feedback at all"

Another restaurant informant said:

"The managers usually give feedback if they have asked us to do something extra besides our ordinary tasks, but that is the maximum feedback we receive at this point"

But there were also two managers that were frustrated over the situation and said:

"As a manager you only receive feedback when things go wrong and when I know I've done a great job, I am not getting feedback from the staff."

This manager said that little feedback can also be devastating for a boss and that it is important to give the attention that is rewarded with bragging or constructive critiques. The informants had the same view regarding the poor communication between managers and staff. One of the receptionist informants thought, that if they manage to improve the communication it would also increase their workplace satisfaction.

One of restaurant informants quotes:

"One week I worked very effectively and helped many of my staff and even another department because it was very hectic. I met my manager through this evening and received no feedback. Our managers usually never show up in the hectic periods to help us. But when we have less work to do, they show up and say we got to keep on working and drop all the breaks. As can be seen we receive no feedback and if we do it is only poor once. This is affecting our well-being. The managers are also focusing more at the financial results at the end of the evening rather on our effort for gaining the results."

Most of the informants criticized the poor feedback but they were agreed that, that's why it is good to have good colleagues to relay on and getting support from. One informant said that the good relationship with their colleagues flourished because they supported each other in

such great extent. The common agreements were that they had a good relationship with their colleagues, and that it was the reason for still working at the hotel. One of the receptionist informants had at least one colleague she would love to get rid of. The reason was the poor support and bad work ethic this person expressed.

When getting into the topic how the informants perceived their relationship to their manager's one informant quotes:

"Some do not have a good relationship with the management because they dare to speak about issues that occur. The management knows that some of the skilled workers dare to bring up issues. I think some of the managers feel threatened and turns the situation into something negative rather than positive. The point of talking about problems is to find a solution to become more effective in relation to our work."

A kitchen informant stated that one manager could be hostile at times when bringing up issues. This manager could joke about firing employees which were not perceived as very funny. One receptionist informant was confused about the current organizational culture and quotes:

"The organizational culture is first and foremost made by the top management and I think the meaning of having a good organizational culture is to make employees adapt to it is. But we don't want to adapt to their culture because it creates such a bad work environment. I feel that the managers have their own culture while we have another culture which is made by us and is moving forward by us."

Most of the informants said that the organizational culture will be shown for the outside world by how they act in different context. An informant from the restaurant department thought it was crucial to have a good organizational culture as it tells who they are regarding their values and how they do things to satisfy their customers. It was also stated if they had a

better organizational culture they would become more satisfied with their work which again would affect the given service towards their customer.

5.0 Discussion

5.1 Discussion in Relation to the Study's Results

In which manner has this study helped to increase the awareness of work satisfaction among hotel employees, and how does the results relate to the theory and previous research.

The workplace satisfaction was influenced by many factors. The informants explained that the organization has some positive and some negative factors that have contributed to the current workplace satisfaction. It is evident that there is need for some changes since the turnover is at a high level.

As stated by Heskett et al. (1994) an organization needs to focus at the internal working conditions to gain success. The five factor model explains that success is a result of an organizations ability to focusing at all factors simultaneously. The findings indicate that the poor communication between the top management and the staff contributes to less satisfied workers. The poor communication among the staff and the top management is a part of the current organizational culture. The communication is crucial to gain trust, unity, respect and motivation which tend to increase workplace satisfaction. It seems that the top management is not focusing enough at the communication within the organization. Some of the informants said that they are rarely being heard because their proposals were never implemented. The informants also stated that there was received little or no feedback.

Heskett et al. (1994) stated that it is crucial that leaders understand employees' needs to gain a good work environment. A successful leader should spend much time interacting with employees as they will experience each strengths and weaknesses. It is important to care for their employees and spend a great deal of time selecting, tracking, and recognizing them. This means that communication skills such as providing feedback must be

taking into account too be able improve workplace satisfaction. The communication seems to be the main road to improve the workplace satisfaction as a good communication culture makes everyone able to express and listen. In this case the poor communication can destroy the organizational culture which will influence the workplace satisfaction.

The informants seem to be satisfied with their closest manager's leadership style but were less satisfied with their top management way of leading. One possibility is that there is might too long distance between the staff and the top management. The information is therefore going through too many layers before the top management receives information from the staff. The informants also mentioned that injustice was one problem regarding the top management leadership style. When new positions were announced many of the skilled informants felt that they had no chance to get the announced positions. Some informants felt injustice because personal appearance and acquaintance was apparently evaluated at a high extent. The informants also mentioned that less skilled workers had an advantage to be selected to new positions as the management would remove them to see if they did a better job elsewhere. This form of selecting and tracing of employees were perceived as very negative. Some even thought they had reached the glass ceiling even though they were more skilled and competent than others. According to Sirota et al. (2006) there are three factors a manager must focus on when managing employees. Equity is one of these factors and means provide respect, treat employees fairly in areas such as pay, benefits and work security and achievement. The management is in this case out of reach in comparison to this theory. The informants felt unfairly treated regarding climbing in the carrier ladder and felt there were little or no chance to switch positions if they did a good job. Another factor was camaraderie which means having a good and productive relationship with fellow employees. The informants felt they had a good relationship with their closest managers but struggled more with the upper management. The last factor was achievement and means that the management

needs to show how proud they are of the staff and the company in general. I did not get this impression from the informants, which might explain why the top management is perceived as less good regarding, fairness, camaraderie and achievement. Sirota et al. (2006) argued that managers must meet these three goals to gain success and if not employees will be three times less enthusiastic. The hotel has certainly some areas of improvement. The top management leadership style has a great importance and influence on how the informants perceived the current workplace satisfaction. The high turnover is probably also a result of poor leadership because of the many frustrations concerning their way of managing. There were little complaint from the staff concerning the ability to make own decisions. The informants would like to have the ability to make own decisions in a greater extent, but they also realized that the organization is focusing on routines. According to Sirota et al. (2006) there is perhaps no better and powerful motivation tactics than let competent employees make own decisions because it makes them feel trusted, respected and appreciated by the company. If the management could structure the areas of responsibility in a different way the lower employees would might be able to make own decisions in a greater extent. Two of the informants also stated that their manager meets them with hostility at times when they bring up new suggestions. This manager perceived their effort as very personal by getting confused instead of looking at the bright side. According to statistic Norway there were 33 % who were met with hostility from their managers. According to this statistic it is not unusual for a manager to perceive comments and feedback negatively instead of being positive by having talented and skilled employees. In this case the informants thought that the manager felt threatened by his skilled and knowledge employee's.

To be able fulfilling a great job it is important to be motivated. The informants stated that feedback was perceived as a motivator because then they knew how good they managed their work tasks or what they should do to be improved. The feedbacks were received mostly

from customers and big companies that had an arrangement at the hotel. But according to Du Brin (1999) employees like to receive feedback to know how well they are doing or fulfilling their work. In addition Gallup Organization and Carlson Marketing Group found that employees indicated that they favor recognition from managers over recognition from co-workers. In this case it is not difficult to understand that more feedback from the top management would be of great importance. The informants also stated that having good colleagues were a motivator as they could brag and support each other. Having good colleagues was crucial since they spent much time interacting together.

The informants also stated that there were some de-motivators as well. The restaurant informants thought that the provision based salary had to be changed since they didn't know how big the next payment would be. In addition the payment was controlled by the sales department which in turn gave them little or no control over their wages. Most of the restaurant informants were stressed and insecure regarding the future because of the payroll system. Liam et al (1999) conducted a research and the results showed that 42, 2 percent of the informants considered pay as a more than average category contributing to workplace satisfaction in hotels. As stated having a good and fixed salary is important for most of the restaurant informants especially for those who have a family to support. According to Heskett (1959) supervision, company policy, working conditions, interpersonal relations, and salary are hygiene factors rather than motivators. In this case all the hygiene factors are may perceive as motivators as the informants didn't feel the hygiene factors were present. Maslow (1970) states that people are motivated by unmet needs which he explains in a hierarchical order. According to what the informants have stated it looks like Maslow's theory make sense in this case.

One informant who had worked for many years were less committed because he felt he had reached the glass ceiling in terms of climbing higher in the organizational ladder. He

felt it was little challenges in his work and got bored by the regular work tasks. Another informant that had been working for less than two years was more committed and felt the work was more challenging. Most of the informants said that commitment was depended on their work tasks. Some of the informants even evaluated to quit their job if the management didn't improve the unfair treatment regarding the ability to switch positions. According to Babakus (as cited in Clark et al 2008) one way hotel managers can influence employee commitment is to demonstrate it themselves. It is important that managers act like role models and behave in such ways that makes employees follow those behaviors. As stated from some of the informants the top management did not treat them fairly enough which makes it hard for them to adapt to their manager's way of acting. One of the informants also stated that they have their own culture while the top management has another. Even though it is important to take into account the managers' moral obligations such as the financial responsibility they have to deal with. It is reasonable to assume that leaders often face difficult choices, where ethical concerns have to suffer for the strategic. The informants were less satisfied with the top management leadership style as they got little or no feedback and the reason can be that the management is prioritizing other aspects of their work tasks such as the financial. The employees come in second line and are therefore not prioritized and valued as they expected. It is possible that the organizational structural changes are a way of cutting costs which force the top management to give priority to the economical aspects.

The informants stated that role clarity was a problem because of the organizations structural changes. The study by Clark et al (2009) indicated that role clarity has an influence of employees' commitment. It is crucial to have clear areas of responsibility and structural guidelines to follow as this will increase employees' assertiveness and commitment toward work.

As cited in the article by O'Neill and Xiao (2009) employees who are psychologically exhausted will often distance themselves from others, themselves emotionally and cognitively from their work by developing indifference or a cynical attitude. In this case the employees have gone through some of the same phases. The informants stated that work stress had influence on workplace satisfaction. Most of them liked that the work days were a bit stressful because the days went faster. Even though work stress was not only perceived as positive. Three of the informants told that work stress was self-imposed which means that the stress was given solely by themselves. Other informants got stressed on the basis of factors they could not control. These informants blamed on the organization and the management. The result of being too stressed at work led to sick absence, unmotivated and depressed employees which also got body complications. The informants stated that a discount at a gym would help them back on track. As can be seen there is room for improvements and the organization will probably benefit financially by offering discount at a gym. As stated earlier it is important to facilitate the right tools to gain productive and effective employees. According to O'Neill and Xiao (2009) work stress perceived from one person does not necessarily being perceived as stress by another. As stated earlier employees who feel stressed tends to not feel happiness or committed to their work.

Training of new employees was perceived as great at present time because managers and employees conducted training of newbies together. Some of the informants were excited of having the opportunity to give proper training as it created variation in the boring routines work day. The informants felt that conducting training was a great way of getting known with newbies. The informants also liked the conducted training they went through in the beginning of their careers at the hotel. The research done by Chiang et al. (2005) stated that on-the-job training was the most common training types. On-the-job training is the most used as working in hotels is labor-intensive and therefore learning only by theory would be rather

difficult. The same argument were stated from the informants which indicates that getting proper on-the-job training is crucial as it creates confidence, knowledge and increased workplace satisfaction.

According to Schein (1985) organizational culture focuses on internal integration such as how to communicate and collaborate with other groups in the organization. He further stated that the culture is only maintained as long as the members of the organization perceive the culture as right. One of the informants mentioned that the organizational culture was divided among the management and lower employees. The reason was that they had difficult to adapt to the managements culture as they didn't perceived the culture as right. The informants felt that the communication was poor and that they didn't get the expected support from the top management. This shows why the culture is split and how important it is to listen, respect and take care of each other. The informants also received little or no feedback from the top management which was perceived as very negative regarding being improved and getting motivation to work. The informants were happy they had good colleagues to gain support from and relay on. Herbert (1997) stated that in some organizations the staff changes between some workstations or tasks at regular intervals. This is probably a good idea of doing things because most of the informants said they would like to have more varied work tasks. This is a way of increasing employees' motivation as it also makes it possible to form a common organizational culture. It will also be a tool to help employees connect with each other across the departments.

Argyris and Schøn (1978) believes that to gain satisfied workers, organizations must form a flat hierarchy structure as possible with few hierarchical divisions and more varied work tasks that make opportunities for self realization. The hotel did an organizational restructure for half a year ago and the purpose was to make a flatter hierarchy. According to the informants the new structure has created much frustration and clutter as the employees

have difficult to understand the new areas of responsibility. When all employees has adapted to the new organizational structure and has become aware of the areas of responsibility the organization might be more sustainable than ever before. It seems logical that changes may create clutter and confusion in the beginning but after a while the organization can also benefit financially by having a satisfied and committed workforce. As Herbert (1997) stated humans can not increase their opportunity for self realization when the authority and hierarchical relationships are reduced. In this case the new organizational structure may facilitate for self realization when all employees has adapted to the changes. In short the informants felt that the organizational culture where great in their own department, but they were less satisfied with the management culture as it destroyed the informants work ethic, commitment and satisfaction.

At the end I have made a SWOT analysis to be able distinct different aspects of the given work situation. The SWOT analysis is an abbreviation for the words strengths, opportunities, threat and fault which is a compilation of positive and negative factors (Johnson et al. 2008). In this case the “strengths” explain the strengths of the current workplace situation, while the “opportunities” explains what can be done in present time to improve the workplace satisfaction in the future. The “fault” means weaknesses, and explains which factors that destroy the current workplace satisfaction. Threats means, what can happen in the future if workplace satisfaction are not being improved.

Table 1: SWOT

SWOT Analysis	Present	Future
+	Strengths	Opportunities
-	Faults	Threats

Table 2: SWOT Analysis

Strengths	Fault / Weaknesses
<ul style="list-style-type: none"> - Good colleagues - Easy to Socialize - Good cohesion - Feedback from costumers - Good relationship whit closest managers - Short seniorities: challenging tasks = very committed 	<ul style="list-style-type: none"> - New organizational structure - Unclear areas of responsibility - Poor communication - Little ability to make own decisions - Provision based salary (restaurant) - Difficult to get proposals implemented - Poor feedback vice versa:
Opportunities	Threats
<ul style="list-style-type: none"> - Better communication - More joint meetings with all the staff - Be better listeners: Top management - Better to integrate new members - More varied work tasks - Correct injustice: Climbing the ranks - Change payroll system: restaurant 	<ul style="list-style-type: none"> - Loss off skilled employees - Unmotivated workforce - Loss of productivity - Bad organizational culture - Loss of reputation - Loss of costumers - Poor financial earnings - Bankruptcy

As can be seen above it is important to care and focusing at all aspect of the given work situation simultaneously to succeed as a unit. As Heskett et al. (1994) stated employee satisfaction is one brick in the service-profit chain which explains how important it is to focus on the internal quality within a company.

This SWOT analysis explains what can happen if only the internal factors are missing or left out. As seen above the risk by not focusing on workplace satisfaction can be a dramatic fault. In worst case poor work satisfaction can be spread through the whole organization as a domino effect and destroy the whole organization. As seen gaining happy and satisfied workers is dependent on many factors such as salary, training, work load, authority, leadership style, behavior and etc. Such factors will help to understand and capture a picture of the current organizational culture.

6.0 Conclusion and Further Research

The research question I wanted to address is: How do hotel employees view workplace satisfaction and what is contributing to workplace satisfaction. My perception was that managers are influencing workplace satisfaction in a great extent.

The findings regarding workplace satisfaction was not solely positive. As in most businesses there are positive and negative aspects of a work that influence workplace satisfaction. The informants were agreed that they valued the social relationship with fellow employees at a high degree as they are working together 24 /7. According to the informants good social relationships created confidence, motivation and increased productivity which also increased workplace satisfaction.

Another finding was that a satisfactory salary is crucial to gain workplace satisfaction as it promoted a sense of security, confidence and reduced stress. This can be seen by looking at the different statements among restaurant informants in comparison with kitchen and receptionist informants which had a fixed salary.

The manager's injustice leadership style regarding promotion was a big surprise. Most of the informants were dissatisfied with the ability to get promoted or to switch positions. The informants said that being fairly treated is one way managers can gain trust and respect in a greater extent.

Another finding was the poor feedback the top management provided employees. The poor feedback created frustrated and dissatisfied workers. The informants stated that feedback was a way of appreciating and improve each other and that it is crucial that a manager is able to provide proper feedback. Work stress was also a big surprise as some of the informants stated that stress were self imposed. The informants stated that stress is probably the reason for the high turnover and sick absenteeism. Some informants had complications with their neck, shoulders and permanent headache which were related to work stress and static work tasks. Facilitate more varied work tasks were a common agreement to increase workplace satisfaction.

The training provided was perceived as great at the moment. The informants liked to participate in training of newbie's as it created more variation in their work. The informants stated that training was crucial to inherit more skills as they also got more confidence which again increased the workplace satisfaction.

The informants stated that work commitment depended on their work tasks, pay, and promotion. There was also a distinction between long and short seniority informants. The short seniority informants were more committed as they learn new things and faced more challenges regularly.

My perception was that managers are influencing workplace satisfaction in a great extent which this study clearly indicates. The top management is in charge of most of the decision makings which gives employees little or no influence over their work tasks. The results indicate that the top management needs to be more aware of the employees needs and

take into account their desires to be able increase employee's workplace satisfaction. It seems that the management is working toward goals based on economical terms. By doing so it can lead to negative consequences such as stressed employees and bad working environment. In a hotel chain the vision should be common for the whole organization but the goals can be divided based on the different departments. The receptionists should have one goal while the restaurant and kitchen staff should focus on another. This will make the organization more effective as the employees have reasonable goals to reach for. In turn this will probably make happier and more satisfied employees as they can work systematically toward their goal and reach the organizations vision as a team.

This research shows many similar results as my former theory which indicates that workplace satisfaction consist of many factors that need to be present. The informants gave me new knowledge on how they view workplace satisfaction and what they thought contributes to workplace satisfaction.

The intention of the study is to increase the awareness of employees and middle managers workplace satisfaction in the hotel industry. On the basis of previous theory and the presented findings it seems that workplace satisfaction is influenced by many factors.

Further research should study top managers' view on workplace satisfaction and what they believe contributes to employee workplace satisfaction. A research of top managers' perspectives would be fruitful as the findings may indicate that leaders are not aware enough of employees needs and desires. A further research could also investigate how managers can turn around low employee satisfaction and what kind of strategy they should use. As seen there are many options for further research within this topic. Further research would be of great importance as it would create an even better picture of what contributes to workplace satisfaction within the hotel industry.

6.1 Acknowledgments

It is a pleasure to thank the many people who made this thesis possible. This work would not have been possible without the excellent support from my supervisor Tone Therese Linge. Tone Therese Linge has given me such great guidance through the whole research paper and I am very grateful for her presence, skills and knowledge I got when needed. I would also like to express my appreciation to the restaurant manager Stian Bergerud which has been very helpful making time for the interviews and for his infinite patience. My final words go to the informants which has been great spending time with. They have all given me a deeper understanding of their view of workplace satisfaction in the demanding hotel industry. Thank You.

Stavanger, June 2011.

Thomas Skeie

7.0 References

- Argyris, C., & Schön, D. A. (1978). *Organizational learning: a theory of action perspective*. California Wesley Publishing Company.
- Berg, E., M (2008). *Ledelse; verktøy og hjelpemidler* (3 ed.). Oslo Universitetsforlaget.
- Brandi, S., Hildebrandt, S., & Nordhaug, O. (2001). *Kompetansegullet - det nye arbeidslivet*. Oslo Cappelen Akademisk.
- Brief, A. P., & Weiss, H. M. (2001). Organizational behavior: affect in the workplace. *Annual Review of Psychology* (53), 279-307.
- Chiang, C., F, Back, K., J., & Canter, D., D (2005). The impact of employee training on job satisfaction and intention to stay in the hotel industry. *Journal of human resources in hospitality & tourism* 4 (2), 99-118.
- Clark, A., R., Hartline, M., D., & Jones, K., C (2009). The effects of leadership style on hotel employees commitment to service quality. *Cornell Hospitality Quarterly*, 50 (2), 209-231.
- Dalland, O. (2000). *Metode og oppgave skriving for studenter* (3 ed.). Gjøvik: Gyldendal Norsk Forlag.
- Harris, E., & Nelson, D., M (2008). *Applied organizational communication; Theory and practice in a global environment* (3 ed.). New York: Taylor & Francis Group.
- Herbert, A. S. (1997). *Administrative behavior. A study of decision making processes in administration organization* (4 ed.). New York: The Free Press.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2 ed.). New York: John Wiley & Sons.
- Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service profit chain to work. *Harvard Business Review*.
- Holme, I., M, & Solvang, K. B. (1996). *Metodevalg og metodebruk*. Oslo: Tano Aschehoug.

- Jacobsen, D. I. (2005). *Hvordan gjennomføre undersøkelser* (2 ed.). Kristiansand: Høyskoleforlaget.
- Johnson, G., Scholes, k., & Whittington, R. (2008). *Exploring corporate strategy* (8 ed.). London: Prentice Hall
- Kvale, S., & Brinkmann, S. (2009). *Det kvalitative forskningsintervju* (2 ed.). Oslo: Gyldendal As
- Lam, T., Zhang, H., & Baum, T. (2000). An investigation of employees` job satisfaction: the case of hotels in Hong Kong. *Tourism Management.*, 22, 157-165
- Maslow, A. H. (1970). *Motivation and personality* (2 ed.). New York: Harper and Row.
- Norway Statistics (2011). Overnight statistics Retrieved 02.05, from <http://www.ssb.no/overnatting>
- Norway Statistics (2011). Work condition Retrieved 03.01, from <http://www.ssb.no/arbmiljo/>
- O'Neill, J. W., & Xiao, Q. (2009). Effects of organizational /occupational characteristics and personality traits on hotel manager emotional exhaustion. *Hospitality Management*, 29 652-658.
- Schein, E. H. (1985). *Organizational culture and leadership: A dynamic view*. San Francisco: Jossey Bass
- Sirota, D., Mischkind, L. A., & Meltzer, I. M. (2006). Why your employees are losing motivation. *Harvard Management*, 11(1).
- Spector, E. P. (1997). *Job satisfaction: application, assessment, cause and consequences*. California: Sage.
- Thagaard, T. (1998). *Systematikk og innlevelse en innføring i kvalitativ metode*. Bergen: Fagbokforlaget.

- Way, A., S., Sturman, M. C., & Raab, C. (2010). What matters more: contrasting the effect of job satisfaction and service climate on hotel food and beverage manager job performance. *Cornell Hospitality Quarterly*, 5 (3), 379-397.
- Weiss, H. M. (2002)). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. *Human Resource Management Review* (12), 173-194
- Yin, R. K. (2003). *Case study research design and methods* (3 ed.). California Sage.

Appendix A

Information to potential informants

Information to potential informants

I am currently a graduate master student in hotel and tourism management at the University of Stavanger. I am now writing my master thesis which is based on workplace satisfaction among hotel staff. The management has approved my request to conduct this research at the hotel.

The survey is based on individual interviews to gain more knowledge about how employees view workplace satisfaction in the hotel industry.

The interviews will last for approximately 1-2 hours with each informant. My goal is to have completed 10 to 15 interviews. A tape recorder will be used when carrying out the interviews. The recordings will be erased after completion of transcription.

If you say you are willing to participate now, it is still possible to withdraw from the research. If you withdraw from the research all information you have provided will be deleted and not taken into account. If you say you are willing to participate then you have to sign the attached agreement and return it to the reception by Friday 13 of May. The interviews will begin immediately after May 13th and I will contact you by phone for an appointment.

.

Consent Statement

Participation in an interview with the topic; work satisfaction.

I have received and read the written information about the study and are thereby willing to participate in the study.

Date 2011

Signature

Phone I can be contacted at:

Work:

Private:..

Be friendly and return the paper within May, 13th.

Thank You

Appendix B

In Norwegian.

Informasjon til utvalget

Informasjon til utvalget

Jeg er for tiden master student på hotell og reiselivsledelse ved universitet i stavanger. Jeg skriver nå på sin master oppgave som baserer seg på arbeidstrivsel i hotell industrien. Jeg har fått godkjennelse fra ledelsen til å gjennomføre undersøkelsen ved dette hotellet.

Undersøkelsen baserer seg på individuelle intervjuer for å få mer kunnskap om ansattes syn på arbeidstrivsel i hotell industrien.

Intervjuene blir gjennomført på hotellet og vil ta 1-2 timer på hver enkelt informant. Målet mitt er å få gjennomført 10- 15 intervjuer. Det vil bli brukt båndopptaker ved gjennomføring av intervjuene. Opptakene vil bli slettet etter gjennomført transkribering.

Om du sier deg villig til å delta nå, er det likevel mulig å trekke seg underveis. Om du trekker deg vil all informasjon du har gitt bli slettet. Dersom du sier deg villig til og delta må jeg be deg skrive under vedlagte samtykke og returnere dette til resepsjonen innen fredag 13. mai. Intervjuene begynner straks etter 13. mai og jeg vil ta kontakt via telefon for å avtale tidspunkt.

Med vennelig hilsen

.....

Samtykkeerklæring

Deltakelse i intervjuundersøkelse om arbeidstrivsel.

Jeg har mottatt og lest den skriftelige informasjonen om undersøkelsen og sier meg villig til å delta.

Dato 2011

Underskrift.....

Telefon jeg kan kontaktes på:

Arbeid:.....

Privat:.....

Vær vennelig og returner arket innen 13. Mai.

Tusen Takk

Appendix C

Interview guide

Interview guide

Main theme:

What do you associate with “workplace satisfaction”?

How has your experience been so far in this company?

Tell me about highlights or turning points?

Leadership style

In what extent are you able to make your own decision?

What do you think about your closest manager’s leadership style?

Motivation on job satisfaction

What is motivating you in your work?

What is de-motivating you in your work?

Commitment

How committed are you to your work?

Where do you see yourself in this company five years down the line?

Work stress

What is stressing you at work?

How do you perceive your shift timings?

What do you feel about the work load?

Training

How was your training related to your work tasks?

How would you evaluate the training program?

Do you think there is need for some changes; if yes which changes?

Organizational culture

How do you perceive the current organizational culture?

How is your relationship with your colleagues?

How is your relationship with your managers?

Appendix D
In Norwegian
Intervju Guide

Intervju Guide

Hovedtema:

Hva forbinder du med arbeidstrivsel?

Hvordan har din erfaring vært så langt i dette selskapet?

Fortell meg om høydepunkter eller vendepunkter?

Lederstil

I hvilken grad er du i stand til å ta dine egne beslutninger?

Hva synes du om din nærmeste overordnede lederstil?

Motivasjon

Hva er motiverende i arbeidet ditt?

Hva er de-motiverende i ditt arbeid?

Forpliktelse

Hvor forpliktet er du til ditt arbeid?

Hvor ser du deg selv i dette selskapet fem år frem i tid?

Arbeids stress

Hva gjør deg stresset på jobb?

Hvordan opplever du dine skift bytter?

Hva synes du om arbeidsmengden?

Opplæring

Hvordan var din opplæring knyttet til dine arbeidsoppgaver?

Hvordan ville du beskrive/evaluere opplæringen?

Tror du det er behov for noen endringer; hvis ja hvilke endringer?

Organisasjonskultur

Hvordan opplever du den gjeldende organisasjonskulturen?

Hvordan er forholdet ditt til dine kollegaer?

Hvordan er ditt forhold til dine ledere?

